

**STORK**

*A Fluor Company*

# MAINTAINING A BETTER WORLD

2021

CORPORATE RESPONSIBILITY REPORT



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### SCOPE

Produced by Stork Technical Services Holding B.V. (referred to as Stork), this report covers all companies and subsidiaries, including joint ventures over which Stork has management control. This report has been reviewed and approved by our Stork Management Board for publication.

### APPROACH

Stork have adopted and aligned with the UN 17 Sustainable Development Goals. Our approach, and our intent for the basis of future reporting, is guided by the Global Reporting Initiative (GRI) Standards. At present, the majority of content included in this report is not subject to third party review. As we evolve and mature our reporting protocol, we will progress towards external verification of the content of future reports.

### CONTACT

Thank you for your interest in Stork and for taking the time to read this second edition of our Global Corporate Responsibility Report.

Please direct any queries regarding the content of this report directly to [communications@stork.com](mailto:communications@stork.com).



[WWW.STORK.COM](http://WWW.STORK.COM)



*“ We take pride in being a multi-stakeholder organization, delivering balanced and sustainable value now and for future generations. ”*

## At Stork, our 150-year commitment to be a transparent and responsible business and employer is stronger than ever.

In our 2020 Global Corporate Responsibility (CR) Report, we introduced our purpose of ‘Maintaining a Better World’: **Maintaining** is what we do, **A Better World** is the value we add for all our stakeholders: People, Planet, Clients and Shareholder. We take pride in being a multi-stakeholder organization, delivering balanced and sustainable value now and for future generations.

Stork pledges to continue involving and empowering our global workforce and leadership to drive and mature our CR culture. We are proud of the passion and energy shown by our people in every region, as the many incredible achievements and stories in this report substantiates.

As we continue together through the global pandemic and ever-changing world, we are all facing bigger challenges and demands to deliver real change through commitment and action. I have personally witnessed our teams go above and beyond to meet these challenges, leading us to new and better ways of working and living. It is very inspiring for me to see our solutions helping to create a Better World for us all.

In January 2021, Fluor communicated their intent to divest its Maintenance Services business (Stork). Whilst this process is still ongoing, it has not distracted us from the core values of Stork. Our unwavering focus remains on the safety and wellbeing of our employees, the services and solutions we provide for our clients, and the steps we take to improve the communities where we operate and live.

I am convinced that during 2021 Stork has become an ever more reliable and transparent CR organization that is poised for the future. This is demonstrated through some of our company-wide highlights, including:

- Safer Together: our five year ‘industry reference’ HSE journey ([page 16](#))
- Working towards a Net Zero future: Stork Global 2021 baseline GHG emissions ([page 33](#))
- 11 years of HSE celebrations: Stork’s flagship event - Safer Together Annual Awards ([page 57](#))
- Client recognition and award winning achievements by our outstanding teams ([page 60](#))
- Living our Purpose of ‘Maintaining a Better World’: Stork stories from around the globe - People ([page 26](#)), Planet ([page 34](#)) and Clients ([page 46](#))

We at Stork thank you for your continued support and hope you enjoy reading the second edition of Stork’s Global Corporate Responsibility Report.

Stay safe and healthy,

**Taco de Haan, President & CEO**

2021 has been a year where the world community, including the Stork family, continued adapting to a 'different normal' way of living and working.

As the COVID-19 pandemic remained prevalent, it brought with it more unique circumstances. The longevity of the virus forced all organizations, including Stork, to continually re-assess and adapt their working practices.

Each Stork region faced different and often difficult challenges, from managing how people worked from home, to introducing new ways of working at site, working hand in hand with clients to ensure their critical infrastructure continued to run effectively and efficiently in a COVID-19 compliant manner.

In addition, adhering to the WHO guidance as well as local government regulations, was essential in keeping everyone safe and healthy.

The Stork family is always at the front and center of our leaders' minds. Sadly, we too experienced personal impacts by the virus. Our leaders and workforce alike rallied to support those directly grieved and worked tirelessly to ensure these sad events were limited, truly living the Safer Together identity of caring, supporting and protecting.



For those continuing to work from home, virtual engagement and communication became part of how we worked. Our IT teams across the business outstandingly ensured connection was available 24/7 however remote the location. The way Stork, and the rest of the world, conducted business changed but this in turn highlighted how flexible, agile and dynamic people and organizations can be.

The latter part of 2021 saw a return for some to office working and a reduction in restrictions. At Stork, we ensure safe and healthy working practices for all our people, whilst continuously addressing and raising awareness of the importance of mental and physical wellbeing support for everyone.

Although the pandemic is not yet over, the resilience, humanity, professionalism and leadership of everyone at Stork is something we are immensely proud of. Caring, supporting and protecting ourselves and each other makes us Safer Together.





## About Stork

Our clients' assets are at the center of what we do.

## Who We Are

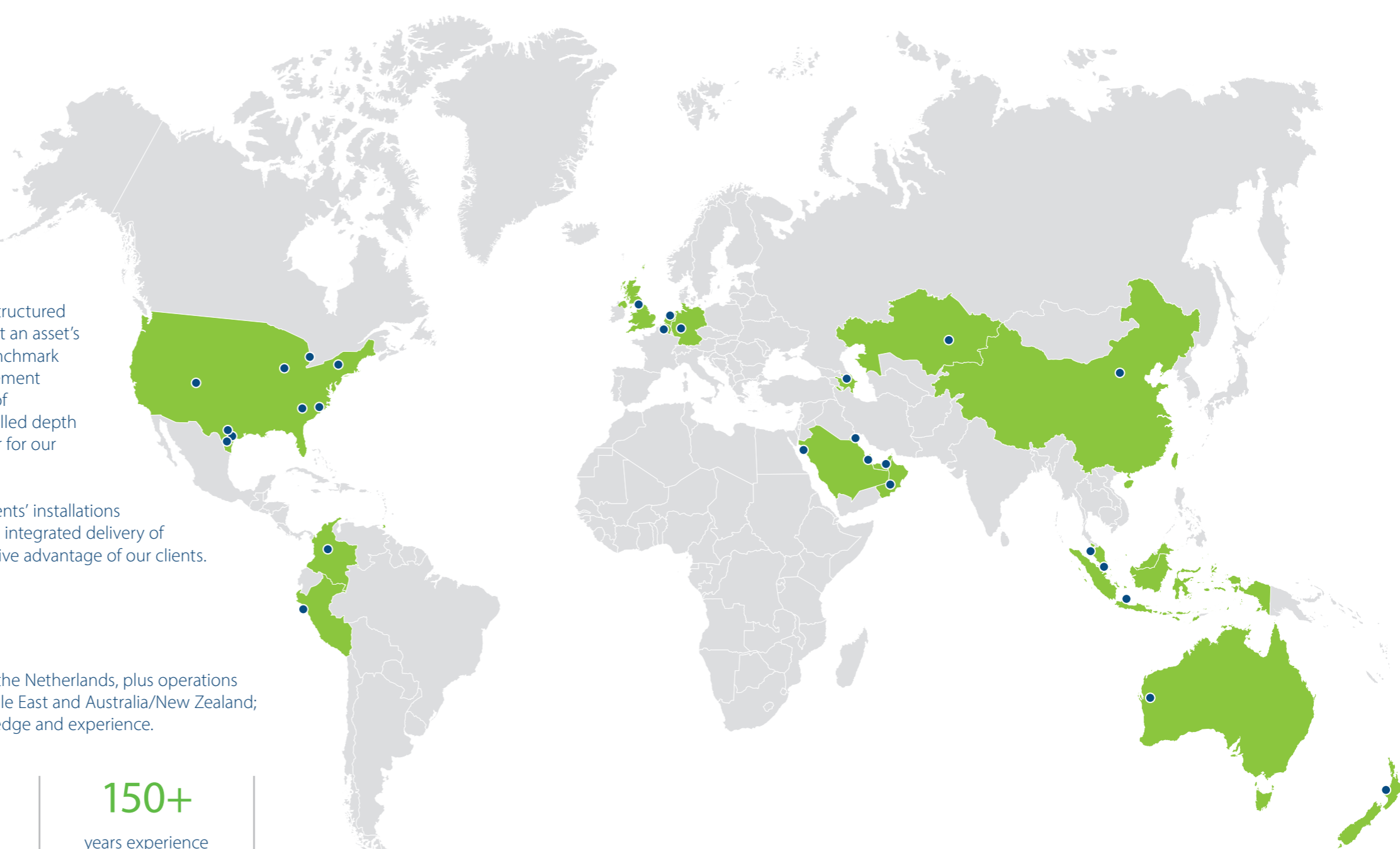
Stork understands that significant improvement in asset uptime, availability, efficiency, safety and longevity are among industry's most important expectations.

To help achieve these, we have a premium suite of structured assessment solutions that can be applied throughout an asset's lifecycle. Combined with real-time, historical and benchmark data, we are able to provide comprehensive improvement plans. Subsequently, based on more than 150 years of experience, we have a capabilities portfolio of unrivalled depth and breadth to implement those plans as. We deliver for our clients, each and every time.

Our data-driven solutions help to ensure that our clients' installations are optimally operated and maintained. Through the integrated delivery of our services and solutions, we increase the competitive advantage of our clients.

## Global Expertise, Local Services

Stork's global network includes our headquarters in the Netherlands, plus operations in the UK, Europe, North & South Americas, the Middle East and Australia/New Zealand; providing local services, supported by global knowledge and experience.



**18,000**  
employees

**3,500**  
clients

**150+**  
years experience



## OUR PURPOSE

### Maintaining a Better World

**Our Purpose is why we come to work every day.**

'Maintaining' is what we do, 'a Better World' is the value we add for all our stakeholders:



for the  
**PEOPLE**  
who work for us



for the  
**PLANET**  
we live on



for the  
**CLIENTS**  
we work for



for the  
**SHAREHOLDER**  
who entrusts us

## OUR AMBITION

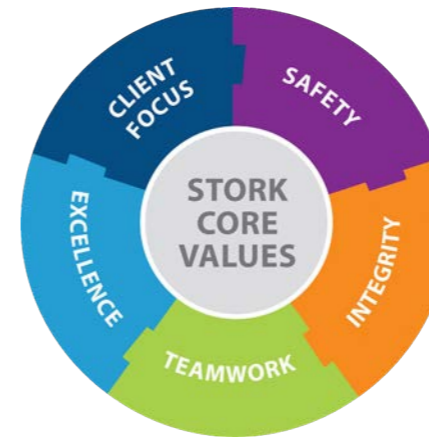


To be the industry reference. Every day, everywhere.

**Our Ambition is what brings us together.**

By delivering fully-integrated, sustainable operations, maintenance, modifications and asset integrity solutions, we trust our current and future stakeholders will recognize Stork as the leading assets service company committed to the highest standards of excellence in various sectors.

## OUR CORE VALUES



**Our Core Values are what we stand for**

They act as our behavioral compass. They guide our actions, advance our objectives and power our performance.



### Safety

We promote a caring, preventive culture where no one gets hurt – through an uncompromising focus on safety in the workplace.



### Integrity

We live by the highest ethical standards. Our actions are consistent with our values and principles.



### Teamwork

As one Stork, we treat all people with dignity, respect each other's perspective and share knowledge and resources to achieve excellence, deliver value and grow individually and collectively.



### Excellence

We strive to deliver quality fit-for-purpose solutions at unmatched value.



### Client focus

We place our client at the centre of what we do. We are flexible, cost efficient, pro-active and provide smart solutions for now and the future. We continually challenge ourselves and improve our service delivery.

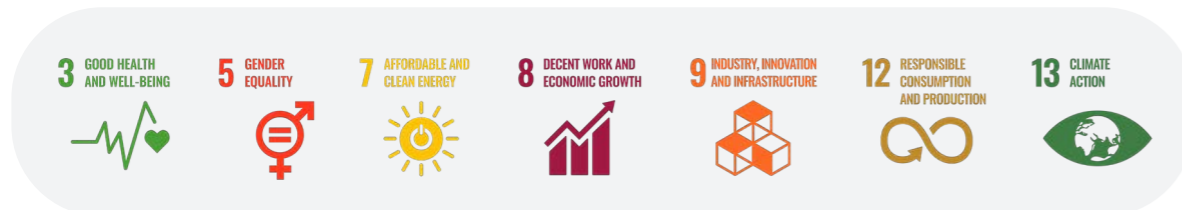
# SUSTAINABLE DEVELOPMENT GOALS

Stork's Purpose, Ambition and Core Values are aligned with the intent of the UN SDGs – a dynamic combination that guides our decisions and our actions. Every day, everywhere.

The United Nations' 17 Sustainable Development Goals (UN SDGs) and 169 targets serve as a roadmap for humanities progress and a clear call to action for governments, businesses, cities and societies as a whole. This joint effort for change must be made if we are to achieve a more sustainable future and a Better World for everyone.

We are committed to play our part at Stork, through engaging with our people, clients, communities, suppliers and partners. Ultimately, our goal is to have a positive and lasting impact for today's and future generations.

Whilst Stork supports all 17 SDGs, our direct ability to influence is greatest in the following:



The referenced SDG icons at the beginning of each Stakeholder section within this report correspond to the applicable goals.

**Maintaining** is what we do, **a Better World** is the value we add.

'Maintaining a Better World' is our organization's Purpose and why we come to work every day. Our Purpose sits side by side with our well-embedded Ambition and our lived-by Core Values.

OUR PURPOSE	OUR CORE VALUES	OUR AMBITION
Maintaining a Better World	Safety - Integrity - Teamwork - Excellence - Client Focus	To be the industry reference. Every day, everywhere.
Our Purpose is why we come to work every day.	Our Values are what we stand for.	Our Ambition is what brings us together.

Our Purpose is realized through our commitment and responsibility to each of our stakeholders.

## People

We are committed to providing our employees with a meaningful career in a caring, high performing, technical work environment. Our success is shaped by our ability to unlock everyone's full potential. We do this by encouraging everyone to thrive and by fostering an environment where everybody feels respected, is treated fairly and experiences support. We are proud to live a culture where camaraderie comes alive.

## Planet

We are committed to preserving the world for future generations by decreasing our own carbon footprint, by actively helping our clients to decrease their carbon footprints, and by supporting the energy transition.

## Clients

We are committed to optimize our clients' asset performance by providing site based solutions, supported by specialists and equipment in Stork centers nearby, complemented by a suite of advisory services.

## Shareholder

We are committed to deliver to our shareholder healthy, sustainable and predictable returns by delivering on our diversified and balanced strategic growth plan.

Through a concerted effort we aspire to keep all four closely aligned, as we are convinced that this holds the key to the long term success of our company and thereby truly live up to our ambition to be the industry reference. Every day, everywhere. Find out more and read our Stakeholder stories and case studies at:





The health, safety and wellbeing of our Stork family is at the centre of everything we do.

*'We promote a caring, preventive culture where no one gets hurt – through an uncompromising focus on safety in the workplace.'* This is our Safety core value because, at Stork, we work safely or we don't work.

We strengthen this by living our Safer Together identity, ensuring that everyone, at all levels of the organization, understand the behaviors expected of them and recognize that as an organization, and as individuals, We Care, We Support and We Protect ourselves, each other as well as the environments we work and live in.

Through this commitment we have assured a consistent and impressive improvement in HSE performance, by enabling everyone to speak up, report anything they feel is unsafe and creating a culture of trust and respect.

In 2020, Stork adopted the International Association of Oil & Gas Producers (IOGP) Life-Saving Rules. Rolled out to all employees and contractors, these mandatory rules must be followed by every person within the organization. Coaching conversations and compliance checks are standard for our leaders when out on site.

As 2021 continued to be a challenging year for all whilst the COVID-19 pandemic persisted, we strengthened our existing Health & Wellbeing focus, implementing numerous campaigns, training and initiatives to help equip our people and communities cope and thrive. New ways of working from home was enhanced through technology improvements and policy updates, whilst strictly adhering to governmental and WHO guidance for all regions across the globe. The articles and stories shared on pages [26](#), [34](#) and [46](#) proudly capture the actions, spirit and energy of our Stork workforce.

Despite all these efforts and continuous improvement, we did report one Life-Altering Injury\* in 2021. In this event, our colleague's hand became trapped between a belt and pulley whilst servicing equipment, causing an injury which resulted in surgical partial amputation of their right hand index finger. Immediate care and supporting was given and the event was fully investigated by a team including Stork President/CEO, Region VP and Global HSE Director. This event reminds us that however far we improve, we can never be complacent.

\*An injury from which complete recovery is not possible and some degree of alteration to a person's life will result, however minor.

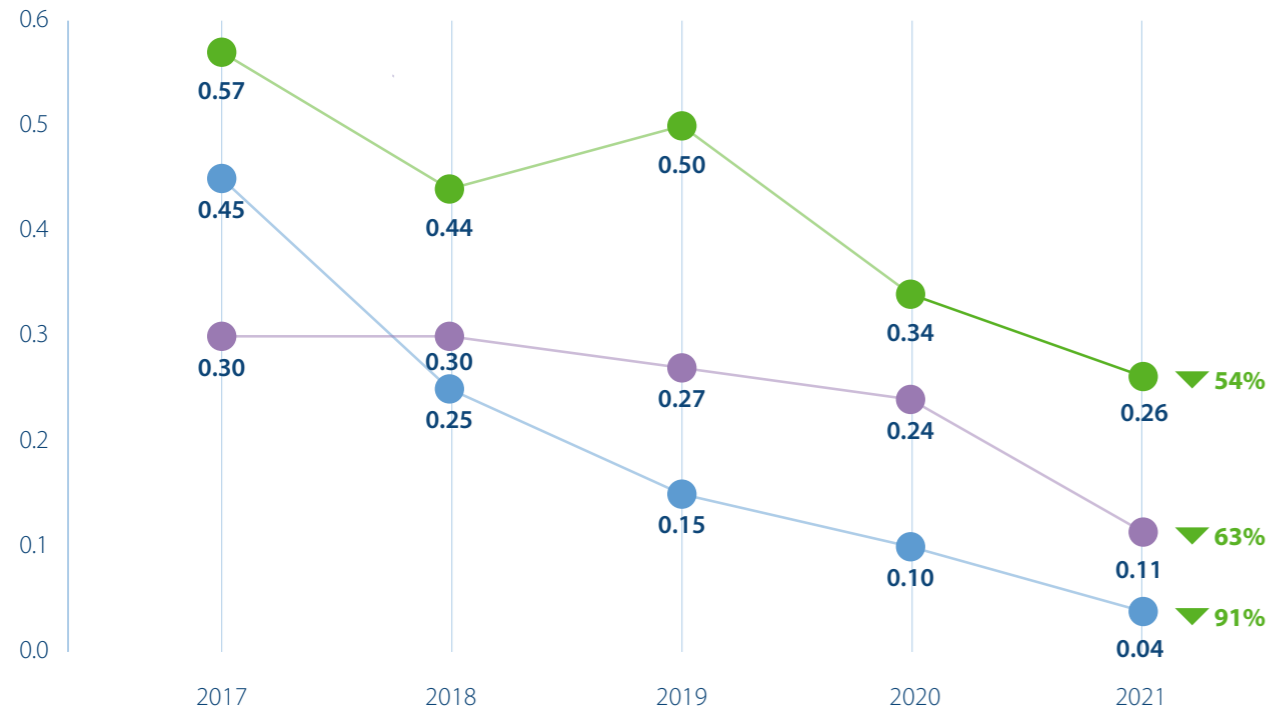


	2017	2018	2019	2020	2021
FATALITIES (FAT)	0	0	0	0	<b>0</b>
LOST TIME INCIDENTS (LTI)	25	45	27	19	<b>12</b>
RECORDABLE WORKDAY CASES (RWC)	45	36	35	24	<b>11</b>
MEDICAL TREATMENT CASES (MTC)	61	38	55	18	<b>29</b>
HIGH POTENTIAL INCIDENTS (HIPO)	104	69	36	17	<b>8</b>
TCIR*	0.57	0.44	0.50	0.34	<b>0.26</b>
DART*	0.30	0.30	0.27	0.24	<b>0.11</b>
HPIR*	0.45	0.25	0.15	0.10	<b>0.04</b>

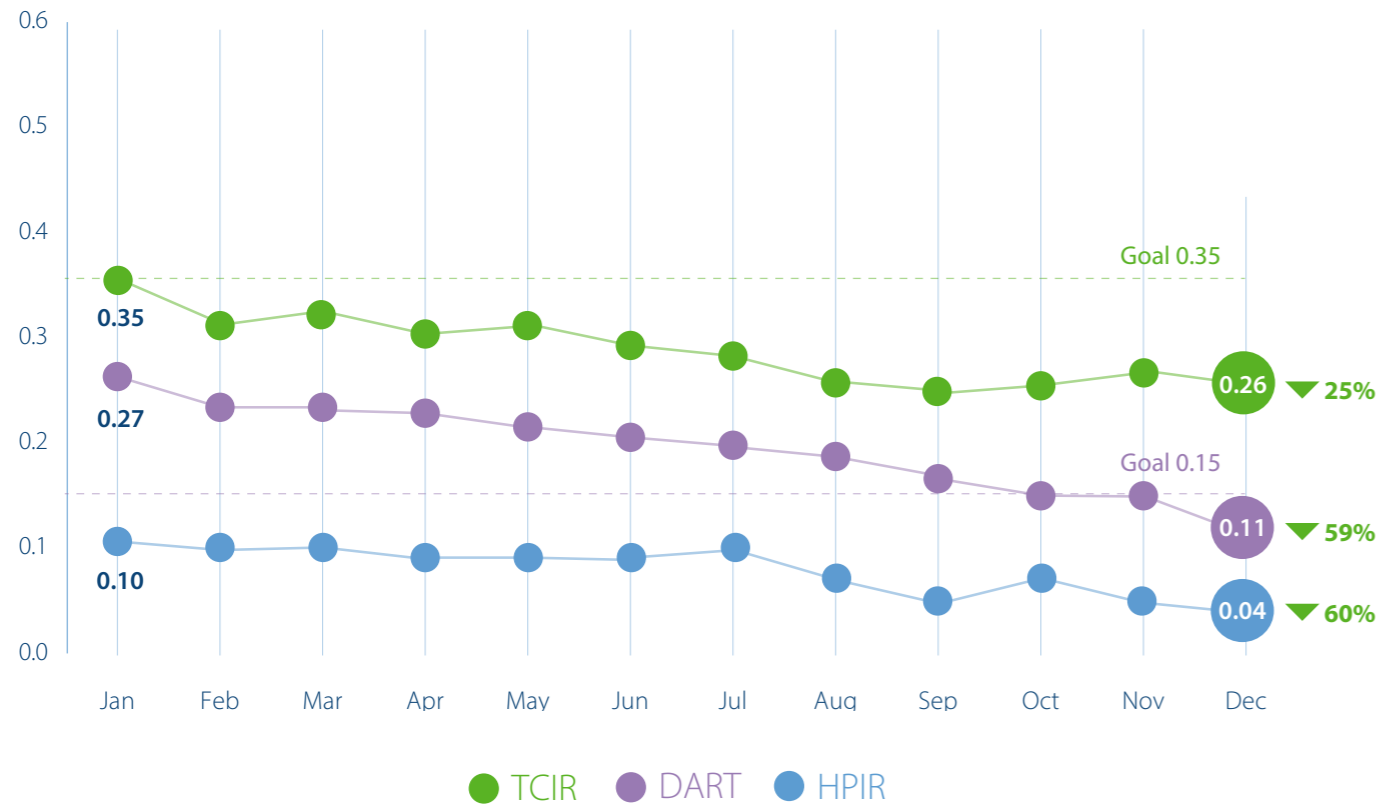
TCIR = Total Case Incident Rate  
 DART = Days Away Restricted or Transferred  
 HPIR = High Potential Incident Rate

LTI + RWC + MTC \*200,000 / hours worked  
 LTI + RWC \*200,000 / hours worked  
 HIPO \*200,000 / hours worked

5 YEAR SAFETY PERFORMANCE



12 MONTH SAFETY PERFORMANCE (2021)



SAFER TOGETHER

Safer Together – our five year ‘industry reference’ HSE journey

Five years ago, Stork’s Leadership established the Ambition of Stork being the ‘Industry Reference. Everyday. Everywhere.’ At the cornerstone of this statement’s success was HSE. We embarked on this journey knowing that it would be a long, and sometimes difficult, road to travel but we had full confidence in Stork’s global workforce to drive forward together.

It was, and still is, a planned and structured journey to achieve long-lasting results and not only focus on short-term achievements. This HSE journey required multiple steps to succeed, including management commitment, clear communication, proactive implementation and most importantly, creating a caring culture. With our 2021 year-end HSE performance published, we can proudly say that we are truly on our way to achieving our Ambition.

Charting our HSE performance further from 2017 to 2021, this year-on-year improvement is clearly illustrated in the 5 Year Safety Performance graph on the left. To achieve this remarkable progress, many notable initiatives and actions were executed along the way, including:

- Evolution of our **Safer Together** identity
- Implementation of Safer Together Behaviors
- Commitment to management visibility and site presence
- Encouragement of positive intervention culture
- Adoption and adherence to **IOGP Life-Saving Rules**
- Global Occupational Health presence; ensuring safety, health and wellbeing of all employees
- Recognizing, rewarding and celebrating **HSE successes**
- Introduction of global Corporate Responsibility framework
- Establishing a global Process Safety Workgroup
- Revising Management Standards and Policies

Whilst this is a story we can all be proud of, we keep our efforts focused on living a culture that is caring, supportive and protective. We call this ‘Safer Together’. Everyone connected with Stork is part of our HSE success journey – our people, clients, shareholder and the communities we work and live in. We believe that HSE is a team effort and that by working together as a team, we will remain Safer Together.



TCIR = LTI + RWC + MTC \* 200,000 / hours worked

DART = LTI + RWC \* 200,000 / hours worked

\* Bureau of Labor Statistics construction companies with more than 1,000 employees

# MAINTAINING A BETTER WORLD

'Maintaining' is what we do,  
'a Better World' is the value we add  
for all our stakeholders.



for the  
**PEOPLE**  
who work for us



for the  
**PLANET**  
we live on



for the  
**CLIENTS**  
we work for



for the  
**SHAREHOLDER**  
who entrusts us

# OUR STAKEHOLDERS

# PEOPLE



**We are committed to providing our employees with a meaningful career in a caring, high performing, technical work environment.**

Our success is shaped by our ability to unlock everyone's full potential. We do this by encouraging everyone to thrive and by fostering an environment where everybody feels respected, is treated fairly and experiences support. We are proud to live a culture where camaraderie comes alive.



Our People are the heart of Stork. We share a passion for maintenance solutions that keep our clients' assets running and our success is shaped by our ability to unlock everyone's full potential.

**Our People commitment is built solidly on four pillars:**



**PEOPLE ARE EMPOWERED**

We believe that people thrive in a culture of trust and opportunity. That is why we nurture empowerment and strive to provide each individual with opportunities that meet their diverse needs, wherever they work. Our leaders are their coaches, they inspire their teams to develop leadership skills in a safe environment, allowing everyone to grow and perform.



**UNIQUENESS IS CELEBRATED**

We welcome the unique talents and perspectives our people bring to Stork every day, everywhere. By enabling them to continuously grow in their strengths, our people build self-confidence and mastery over the full lifetime of their career, creating a sense of pride and fulfillment.



**FAIRNESS IS AT ITS HEART**

We provide our people with an equitable working environment, where everyone is treated fairly, and feels respected and included. Recognition of the efforts and dedication of our people is at the heart of Stork, as they play the single most important role in achieving our ambition and making our business exceptional.



**CAMARADERIE COMES ALIVE**

We believe that all Storkers should feel part of the Stork family. Therefore, we celebrate successes together and we support each other through life's challenges. We foster a culture where camaraderie comes alive, encourage team initiatives and build relationships that last for life.

**The safety and wellbeing of our people is our primary concern.**

Throughout 2021, our focus continued to be on caring, supporting and protecting our people from the impacts of the COVID-19 pandemic. In a prolonged period of constant change and uncertainty, ensuring that our largely remote workforce were safe, informed and connected remained our unwavering priority. The 'COVID-19 Response' section on [page 6](#) contains further reading.

**We unify in diversity.**

We are committed to being a safe, diverse and inclusive people focused organization that empowers, supports, and celebrates the distinct voices of our people. We provide a working environment that is free from discrimination and harassment, and invite our people to bring their whole self to work, every day. We recognize that people thrive and grow in a culture of belonging, trust and equality of opportunity. We position ourselves for success by cultivating our talented and diverse workforce to turn our growth ambitions into their reality.

18,000

employees

60+

nationalities



♀ 9.5%

Female

♂ 90.5%

Male



14%

Office/Workshop

86%

Field (Craft/Staff)

**AGE GROUP DIVERSITY OF EMPLOYEES**



The following articles in this section are examples from around our business that serve to demonstrate our progress, development and engagement despite the ongoing challenges in 2021.

### Gen21 Leadership Program

At Stork, we share knowledge and resources to achieve excellence, deliver value, and grow individually and collectively.

Stork Colombia's Human Resources team launched Gen21, a leadership initiative designed to help leaders strengthen their empathy, communication and mediation skills within their work teams. Practical training and information materials are provided to create alignment, commitment and a sense of shared responsibility.

### 'Bien' Wellbeing Program

Stork Colombia's 'Bien' Wellbeing Program, developed for employees and their families to 'recharge', is armed with four main strategies; physical, emotional, mental and financial wellbeing. A variety of initiatives were introduced throughout 2021 from dance classes to financial awareness, sport and nutrition guidance to stand-up comedy, family days to values and behaviors, all wrapped up with an end of year party. A total of 183 activities with over 5,300 participants!



### New Ways of Working

As we've seen over the past two years, the COVID-19 era requires new ways of thinking and adapting. Stork Trinidad & Tobago (T&T) has been using a combination of new and existing approaches to keep projects moving and our employees engaged as technology propelled its way into our lives more than ever before. **Find out more** about our Virtual Safety Village, Employee Engagement Surveys, Digital Systems and Localized Recognition.

### Creative Sustainability

While the notion of sustainability has existed for many years, it is a new and emerging concept for most. Numerous people are still unaware of the complexities yet simplicity related to this vast topic. Stork T&T's CR Task Force Team went on a mission to start the Sustainability conversation and build awareness among our employees. How? By tapping into their creativity! **Take a look** at some of the artwork and masterpieces designed by our employees and their families of all ages.

### A Month of Wellness

May 2021 was declared Wellness Month in Stork T&T, where the focus was on mental, physical and emotional wellbeing of our people. Responding to ongoing pandemic restrictions and impact, virtual activities were designed and held to improve employee's quality of life and capture what is intrinsically valuable to each of us. Following a successful month of participation, it was clear that extending the program was necessary and will continue into 2022. **Read more** about the type of activities our employees benefitted from through an uncertain and difficult time.



### Gender Pay Gap Report 2021

UK Government require employers with a headcount of 250 or more to comply with regulations on gender pay gap reporting. This regulation establishes the differences in average pay between men and women over a period of time, regardless of role. Stork UK's profile continues to reflect industry demographics within the Oil & Gas sector, where the predominance of men in technical and senior positions within the company is a significant influencing factor. In compliance with requirements, Stork's 2021 Reports (**Office & Field**) can be downloaded via [www.stork.com](http://www.stork.com).

### Inclusive Offshore Working

Stork is committed to being a safe, diverse and inclusive people focused organization. As part of this commitment, Stork UK are signatories to a number of industry bodies and focus groups. In 2021, following an Offshore Workers Survey conducted by **Axis Network UK** one of the key issues identified related to poorly fitting PPE. The responses from women were particularly striking: 62% said their coveralls did not fit effectively and 43% said their gloves were not suitably sized. In direct response, Stork UK updated its PPE offering to include female sized coveralls and PPE which has been a welcome addition.

### Employee Engagement Platform: DRIVE

Proudly launched by Stork UK in January 2021, DRIVE (**D**evelopment, **R**ecognition, **I**nclusion, **V**oice, **E**ngagement) provides an opportunity to engage, celebrate and listen to each and every Stork employee, regardless of role or location. This information based platform, focusses on employee feedback through workforce representative sessions and surveys. The success of DRIVE speaks for itself - employee satisfaction survey results have increased and we scooped the OEUK 2021 Annual Award for Workforce Engagement (**page 60**)!

### Defending Against Influenza

Winter 2021 saw health experts predict a potentially significant outbreak of influenza (flu) due to low build-up of natural immunity following COVID-19 pandemic mitigation measures. Stork UK's Occupational Health team safely and expertly managed a three-day period carrying out flu vaccinations to opted-in workforce.

 HSE Advisor in the Classroom

HSE Advisor, Emiel Woortman (Stork Netherlands), voluntarily visited his son's classroom to teach the group of 4-5 year olds what Stork does and what safe working means. Linking examples to their relatively limited world of experience - such as leaving toys on stairs - the children learned what direct influence they can have on safety in their own environments. Thanks to Emiel's enthusiastic and playful approach there are bound to be some HSE professionals now in the making.



 Kicking Off a New School Year

Stork Groningen kicked off a new school year with 4th year students of Technical Business Administration at **Hanze University**. Presenting on Stork organization, our operational capabilities and career opportunities, one colleague enthusiastically took students through his own personal career journey. This engagement has resulted in a number of internship enquiries and perhaps even some future Stork employees!

 Stork's very own Proctor in the Hydrogen Industry

Stork Netherlands colleague Willem Hazenberg has been appointed as proctor for Hydrogen in Industry study program at **Drenthe College**, as they take their first steps in starting a practical Centre of Excellence on Energy Transition in their Emmen campus. The program will research possibilities for hydrogen as an energy carrier, as well as establishing which knowledge and skills students will need to acquire. Willem is an expert in the fields of hydrogen and geothermal energy and sits on various industry groups and projects. This appointment not only contributes to the growth of student knowledge but is also reflective of the outstanding expertise offered by our people. Read more about Stork Netherlands leading the way with Hydrogen in our **Global 2020 CR Report** (page 82).



 Spotlight on Health & Wellbeing

Stork UK ran a series of health and wellbeing campaigns throughout 2021 providing guidance, encouragement and support to our employees and their families:

**Super Summer Salads:** helpful tips and recipes whilst boosting social interaction during BBQ season

**WeCARE Colleagues:** upskilling our (physical) First Aiders, to also hold a mental health First Aid equivalent qualification. World Mental Health Day emphasized the importance of coping and relaxation techniques. Time to Talk Day is an important day in Stork UK's annual calendar, destigmatizing mental health in the workplace

**Exercise at Home:** sign-posting colleagues and their families to resources and workouts that can be done at home or on-site

**Know Your Numbers:** raising awareness of cardiac health, education sessions taught how to perform vital health-checks and tips on how to reduce risk factors

**Blood Donation:** with a risk of blood stores depleting during the pandemic, information was provided on how and where employees could donate safely within local communities

**Festive Eating Tips:** portion control guidance and party proof choices with an array of delicious non-alcoholic drink ideas.

Access to the materials mentioned above are available [here](#).



 Building a Sustainable Workforce

Stork North America has enjoyed strong ties to clients and their communities over the years, in part, because of the emphasis on cultivating and training the skilled workforce of tomorrow. Partnerships with Logan Aluminum, Rand-Whitney and IRG span 15 years offering education, training and hands-on work experience building top notch crews and sustainable development programs. Find out more about these inspiring initiatives [here](#).

 ADDFILLing a Safer Way of Working

Following a request from our client **BASF** in Heerenveen, Stork Netherlands were tasked with engineering out a manual filling process of product from 6 reactors. Named 'ADDFILL' (abbreviation for Additional Filling), the Stork team developed an automatic and climate-controlled process which means workforce will no longer have the potential risk of coming into contact with carcinogenic substances. Another example of Stork **Maintaining a Better World** for our people and the planet.



# PLANET



We are committed to preserving the world for future generations by decreasing our own carbon footprint, by actively helping our clients to decrease their carbon footprints, and by supporting the energy transition.





Whether minimizing the impact of our own environmental footprint or maximizing the positive impact we can make for our clients and communities, we strive to live up to our purpose of Maintaining a Better World.

**We only have one planet.**

At Stork, we are committed to preserving the world for today's and future generations by taking a multipronged approach which is:

Decrease our own footprint	Help our clients decrease their footprint	Support the energy transition
<p>Through management of GHG emissions, energy and water consumption, material usage, waste generation, recycling and energy recovery.</p> <p>We do this in:</p> <ul style="list-style-type: none"> <li>our offices</li> <li>our workshop facilities</li> <li>our field operations</li> <li>our logistics and travel</li> </ul>	<p>We offer advisory services on how to decarbonize assets, whilst providing management and execution of projects.</p> <p>Our services include:</p> <ul style="list-style-type: none"> <li>Decarb Master Planning</li> <li>Efficiency Upgrades</li> <li>Waste Valorization</li> <li>Electrification</li> <li>Fugitive Emissions</li> <li>Emission Capture</li> <li>Predictive Maintenance</li> </ul>	<p>We play our part by:</p> <ul style="list-style-type: none"> <li>delivering innovative solutions</li> <li>increasing the reliability of renewable carbonless energy production</li> <li>supporting energy-poverty regions to progress from carbon heavy practices</li> <li>sharing our knowledge and educating the communities around us</li> </ul>

**We live life with our communities.**

With a global presence across six regions, being a good neighbor and making a positive contribution is the core of Stork's corporate social responsibility. Our people engage, support and build strong relations with local communities to leave a legacy of development and growth. In each region Stork operates, we partner with schools and community education to share our knowledge and develop skills. Every day, everywhere we take steps to reduce the impact of our operations and contribute to the environments in which we live and work.

**We are working towards a Net Zero future.**



As part of the Fluor family, we join the organisation-wide Net Zero 2023 commitment to eliminate operational Scope 1 and Scope 2 absolute greenhouse gas (GHG) emissions by the end of 2023.

Scope 1 includes emissions produced directly by Fluor/Stork offices and fleet vehicles. Scope 2 covers indirect emissions, such as GHG from third-party plants that provide electricity to offices.

Some of the measures that we will use to reach net zero emissions are the continued reduction of energy at offices, the use of alternative energy sources and the Fluor Foundation's support for carbon-offsetting projects. After Fluor has successfully met the net zero target, this achievement will be validated by a third party.

Further information on Fluor's Net Zero 2023 commitment can be found here [Net Zero 2023: Fluor Actions to Minimize Environmental Impact](#)

**We are committed to continually improving our energy efficiency and reducing our emissions.**

Stork's 2021 absolute GHG emissions are depicted in the table below and reflect the complexity of opening, closing, expanding, consolidating and maintaining space in our facilities around the globe.

TOTAL GHG EMISSIONS		
absolute in metric tons of equivalent carbon dioxide (tons CO <sub>2</sub> e)		
SCOPE 1	SCOPE 2	SCOPE 3
<b>8,770</b>	<b>6,527</b>	<b>301</b>
Direct GHG emissions	Indirect GHG emissions	Indirect GHG emissions category 6 (air travel)

The scope of these emissions includes those produced within offices, vehicle fleets at those offices and air travel. Measuring and reporting the carbon footprint of our facilities provides valuable information that is used to manage our operations in an environmentally responsible manner. We continue to identify ways to reduce carbon emissions through energy efficiencies, recycling activities, renovations and conservation efforts.

With this 2021 baseline data, we look forward to reporting on year-on-year improvements going forward.

The articles in this section proudly bring Stork's purpose of Maintaining a Better World to life.

 **Strengthening Relationships with Indigenous Communities**



In July 2021, the inaugural ‘Reflect’ phase of Stork/Fluor Australia’s Reconciliation Action Plan (RAP) received endorsement from **Reconciliation Australia**. RAP is a strategic document that outlines an organization’s commitment to strengthening relationships with, and providing opportunities for, Aboriginal and Torres Strait Islander people in the communities in which it operates.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partnerships to continuously develop and strengthen reconciliation commitments in new ways. In recent years, Stork Australia has been the driving force behind many of our company’s indigenous joint ventures, traineeship programs and supplier relationships. Read about Stork GOAL Joint Venture project success [here](#).


We are proud of the opportunities created to date and the RAP will provide a structured platform to continue strengthening these valued community relationships.

 **Caring for our Coastlines**



The Stork Perth team, as part of an environmental volunteering initiative with **Perth NRM**, visited Leighton Beach in Western Australia (WA).

The first activity was removing dune onion weed from a section of sand dunes. Originally from South Africa and introduced to WA in an effort to stabilize dune belts, the weed has now become highly invasive and is rapidly replacing native plants, leading to a decline in biodiversity. Task complete, the team then embarked on a litter pick-up drive along the shoreline. Despite the beach’s clean appearance a lot of litter was collected, from food wrappers to personal care items with plastic bag remnants sadly being in abundance. Read the full article in **Stork AIM 2022, page 25**.

 Meanwhile, nearly 15,000km away, our UK teams and their families in the north and south of the country grabbed their litter pickers and spent a scorching Summer’s day picking up 140kg of waste from local beaches – that’s the same weight as an average baby elephant! Many thanks to everyone involved, including our local waste recycling providers **Taylors** (Aberdeen) and **B&M** (Southport) who kindly collected and processed all of the waste free of charge.



 **Stork’s Next Generation**

**Stork Australia** met with over 1,000 students at the Sacred Heart/St Mark’s College combined Career Expro in Sorrento, Western Australia. The team discussed the NDT industry and what career pathways are available with many enthusiastic young professionals. Students were asked to look for defects in welds using our radiography viewer with some films containing real defects to offer hands-on learning, giving the students a taste of day-to-day work at Stork and the technology involved.



 **Food Bank Donations during Lockdown**

**New Plymouth (New Zealand) Food Bank charity** was just one vital community initiative affected by pandemic restrictions. Cancelled kerbside collections had a devastating impact on stock levels, particularly in the run up to Christmas period. A collection of non-perishable items was organized by one of our teams, with monetary donations by individuals and Stork NZ being used to purchase additional items. Approximately \$430 (AUS) of donated non-perishable goods was received with appreciation by the charity.



 **CO2 Workshops**

In cooperation with **Stichting Stimular**, a foundation that helps organizations to make their business operations more sustainable, Stork HSE NL team organized two workshops for Management and HSE Advisors to deepen their knowledge on CO2 reduction and the CO2 Performance Ladder; a management system that helps Dutch organizations and government reduce their carbon emissions in business operations, projects and supply chain.

 **Highest Step on the CO2 Performance Ladder**



Stork Netherlands climb on the CO2 Performance Ladder is reaching dizzy heights! The **CO2 Performance Ladder** system, encourages organizations to reduce their emissions by taking practical measures, working on innovation and sharing their knowledge, both internally and within operational supply chains. Credit to the following Stork NL entities for reaching levels 3 and 5:

Ladder Level 5: Solution Centers Groningen, Elsloo & Rotterdam, Istimewa BW, Asset Management Technology

Ladder Level 3: Gears & Services BV, Railway Services, Stork Thermeq BV, Stork Turbo Blading BV, Stork Turbo Services BV

 Red Cross Volunteer Day



During Netherlands National Volunteer Day (**NLDoet**), colleagues from Stork Emmen rolled up their sleeves to completely refurbish the outside area of a nearby **Red Cross** office. After an absence of several years, the Red Cross moved back into the building and the help needed to tackle the outside terrain was particularly welcome. A team from Stork Groningen volunteered the labor and provided professional tools to get the job done. Together with other volunteers, bicycle racks were set, greenery pruned and the entrance and car park areas thoroughly cleaned and tidied.

 Volunteer Tree-Planting

Our colleagues in Colombia led a volunteer activity in Puerto Olaya Santander, together with community adults and children, planting trees for a day. This activity is part of the Sustainability Management Volunteer Program and was published in the Colombia Dutch Chamber of Commerce weekly newsletter 'Holland House'. Read the full article [here](#).



 Sustainable Transport Pioneer



We are proud to announce that **Stork Colombia** received the first electric pickup trucks that will operate in the country's Oil & Gas sector. The vehicle is segment-first and has a range of 400 kilometers, luxury equipment, anti-rollback, electronic traction control, brake assist system, and 360° camera, among other features. The Stork team are proud pioneers in this project, and implementation of these electric vehicles is a positive part of our Maintaining a Better World purpose. Carbon performance of the fleet will be monitored and reviewed, with the consideration to transition remaining fuel vehicles.

 World Environment Day Activities

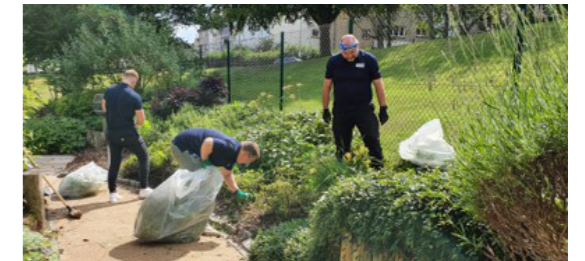
Stork Peru turned World Environment Day into World Environment Week through a variety of awareness and learning activities which included upcycling initiatives: turning empty boxes into social distance barriers, glass pots into planters and plastic drums into spill bins, transforming garbage points into recycling areas and designing murals with environmental messages. Finally, seventy employees joined a simulation exercise to install and operate a power skimmer unit for water deployment.

 Capturing and Reusing Waste Heat

Cooperheat was approached by **Harburg Freudenberger (HF)**, a Croatian based manufacturing company, to build a large gas fired guillotine door furnace within their facility. The project stood out from other enquiries as HF wanted a full turnkey service with the successful supplier being responsible for all aspects of the build process. An additional requirement was the client wished to turn the waste furnace heat into heating for the facility itself. Stork's HVACR team assisted with the design of a unique twin skinned flue, incorporating a heat exchanger that would capture the waste heat, otherwise deployed into the atmosphere. Capturing and reusing waste heat significantly reduces GHG emissions and can improve a facility's energy efficiency by up to 50%. Find out more in the detailed [Case Study](#) on [stork.com](#)

 Community Involvement Group in Action

Stork UK's Community Involvement Group took every opportunity to ensure plans were achieved as pandemic restrictions began to lift. Volunteering at local events, community clean-ups, fund-raising and garden tidy-ups were some of the highlights from their 2021 calendar. The annual Fergus House (elderly care home) Christmas lunch was also able to go-ahead, a host of fun for all involved!



 Strengthening Education Partnerships

At Stork, our purpose of Maintaining a Better World is for today's and future generations to come. Through long-standing partnerships with primary (4/5 to 11/12 year olds) and secondary (12 to 18 year olds) schools, we aim to provide career guidance, mentoring opportunities and awareness on a whole range of topics from STEM (Science, Technology, Engineering & Mathematics) to Climate Change. **Read** more about Stork UK's collaboration with Quarryhill Primary school and Meldrum Academy.



 Celebrating HSE Week

Stork's Annual HSE Week offers engaging, informative, educational and fun activities all focused on being Safer Together. Popular topics from Stork UK included:

- Sustainability & Biodiversity: featuring a presentation from Aberdeen & District's Beekeepers Association, we learned about the essential part honey bees and pollination play in biodiversity
- Energy Management: delivered by our very own passionate Environmental Advisor and packed full of energy saving tips for work and home.
- Waste Management: an awareness session on recycling and lifecycle management provided by our Aberdeen based waste contractor, Taylors

 Small Changes = Huge Results

Single-use plastic bans are being enforced across the globe and at Stork, we support all efforts towards Maintaining a Better World. Stork UK (Aberdeen) have introduced several small but effective sustainable changes which have contributed to improving recyclable targets by 50%!

All newly appointed staff receive a metal water bottle, to reduce plastic bottle waste; the on-site canteen utilizes fully compostable take-away packaging, cutlery and napkins; and milk provided to staff is now purchased in recyclable tetra packaging instead of plastic containers.



 Powering Forklifts the Greener Way

Our Aberdeen facility have proudly added four battery-powered forklifts to our fleet which are safer and cleaner for both Planet and our People. Fume elimination is beneficial to operators wellbeing and also helps reduce carbon emissions. Heating costs are lower due to ventilation benefits, as large warehouse doors can be kept closed. Finally, e-forklifts are more efficient, boasting an intelligent energy management system ensuring optimal performance and long-lasting durability. [Read more in Stork AIM 2022](#), page 18.

 Remarkable Reductions in CO2

Stork UK have achieved many impressive targets since obtaining ISO 50001 certificate in 2019, not least being an 18% CO2 reduction over all sites (2021 vs 2020). Through an array of initiatives from good house-keeping actions, reducing heating temperatures, energy saving campaigns, hybrid working policy and technology improvements the facts and figures speak for themselves.

 Let There Be Light: LED Lights!

Stork Trinidad and Tobago embarked on an exercise to replace the incandescent electronic lights at its facilities with LED lights. Led by the Electrical and Instrumentation (E&I) team this project allowed an in-depth look into the way energy was used onsite and analyze ways to better manage this consumption. The outcome has delivered reduced carbon footprint, decreased carbon dioxide emissions, reduced energy usage, utility cost savings, enhanced lighting and less electricity consumption. To date, nearly 60% of the lighting has been replaced across all three sites.

 Better Lives for Everyone

T&T Sustainability Committee organized two end of year initiatives to raise donations for local charities.

**Calendars for a Cause** turned a poster competition, aimed at Stork employee's children, into a calendar showcase. Purchases and contributions amounted to \$11,300 (TTD) and was presented to **Couva Children's Home and Crisis Nursery**. The home caters for children subjected to difficult social circumstances and focuses on implementing remedial and development programs.

**Hamper Drive** is an annual campaign extending a helping hand to fenceline communities. Our employees made overwhelming contributions of non-perishable goods and household items (matched by senior management) which were packaged into hampers for families most in need.



 Creating a Better Place to Work

Focusing on California's historic drought and rising utilities costs, the Stork Northrop Grumman's (NGC) Team presented an artistic approach to revitalize our client's, 26-acre campus, utilizing the all-concrete construction as canvas backdrops for various vistas. Careful consideration was given to plant selections, encouraging wildlife habitat for insects, butterflies, birds and foxes. Bee-keeping, composting and reduced reliance on pesticides has helped to create a biodiverse experience, showcasing sustainable land management. Storm water run-off pollution has been reduced by 2.7 million gallons of water in 2021 resulting in real cost savings for our client. Further landscaping is planned for 2022. [Read more detail about Stork's added value to NGC through sustainable thinking here.](#)

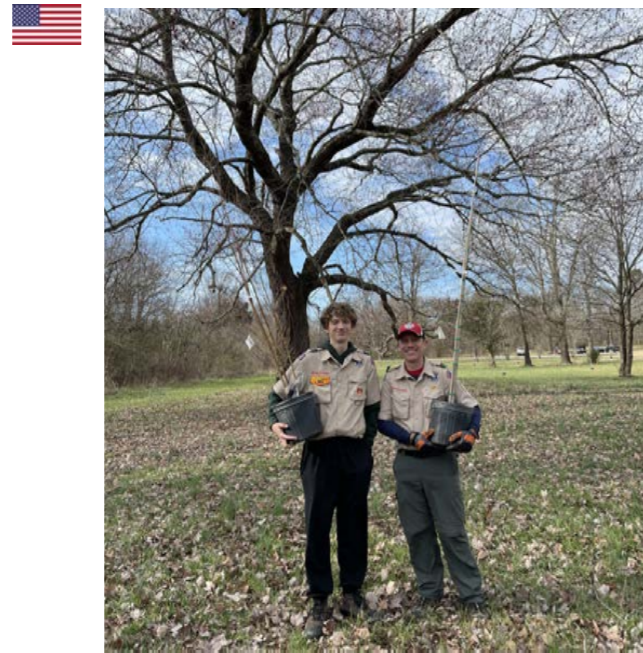


 Planting the Seeds of Sustainable Thinking

Reducing paper usage can help save money, use less water and of course conserve energy and forests. Reporting is a critical part of all HSE management systems however, Stork T&T calculated that observation cards accounted for 60% of paper waste within the HSE department. Introducing HSSEQlytics, the app designed to make reporting accessible and paperless. The anytime, anywhere access allows users to submit observations using mobile devices. Following its launch in April 2021, observation reporting has increased whilst printing of cards has reduced by 50%. This innovative approach provides real-time updates, allowing teams to act promptly and is helping to create lasting behavioral changes.

 **Reduce. Reuse. Recycle.**

Closing out an office space and workshop amassing over 20,000 ft2 can be a daunting undertaking but our teams in the glorious mountains of Salt Lake City rolled up their sleeves and completed the task 5 months earlier than planned, with sustainability in mind every step of the way. All on site items (office supplies, furniture, equipment, vehicles, tools) were re-sited, donated, recycled, reserved or sold - a testament to hard work and purposeful repurposing thinking to everyone involved.



**Planting Forests of the Future**

*"The best time to plant a tree was 20 years ago. The second best time is now." ~ Chinese Proverb*

When it comes to following this proverb, David Laursen, Director of Operations for Stork North America, has done both. David's story begins back in 1990 when he was aiming to achieve the rank of Eagle Scout. To do so, each scout must perform a service project that benefits the community and demonstrates leadership. David planted 75 trees in his hometown of Dunedin, Florida. Skip forward 31 years and David's son, Jack, decided he also wanted to plant trees for his Eagle project, in their hometown of Greenville, South Carolina. After several months of planning, fundraising, and finding nearly 50 volunteers, Jack successfully led his project to plant 100 trees. In the next 25 years, these trees will filter 124,468 gallons of storm water, store 217,881 pounds of carbon, and at maturity will remove 1,100,000 miles of car emissions per year. The full story of this heart-warming father-son initiative can be read [here](#).



**Welding School Open to All**

The Stork team in Martin Lake, Texas, has taken the initiative to set up a mini-welding school, open to the site craft and community for training or skills improvement. A customized waterwall simulator has been set-up as the main driver for technical education, teaching students to buddy weld. Martin Lake plant has a base crew of approx. 160, with a large majority being graduates of the weld school, bringing value and strengthening relationships between site, community and clients.

 **Caring, Supporting and Protecting across the States**

Stork US Continuous Site Presence (CSP) group may be widely spread out across 45 sites in 20 different states, but the CSP site teams and employees are deeply connected to their communities and individual unique causes. Although happenstance, CSP team loves the fact that their initials align with our organization's Safer Together identity to Care, Support and Protect, which is what our teams do every day, everywhere.

With a focus on supporting children, education and families in need, our CSP group's selfless drive throughout 2021 are too many to list! Food drives, toys for tots, engineering week, uniform donations, and care packages are just some initiatives - read more about these life-changing causes [here](#). Three of our colleagues share their personal and inspiring volunteer community stories, special thanks to Joshua Pontsler, Randy Sanchez and Mark Beckelman.



Mark Beckelman





# S E R V I C E



We are committed to optimize our clients' asset performance by providing site-based solutions, supported by specialists and equipment in Stork centers nearby, complemented by a suite of advisory services.

- 3 GOOD HEALTH AND WELL-BEING
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION

Now more than ever, Stork is here to support the energy transition through our asset optimization practices, late life management expertise and smart maintenance technologies across a range of industries.

Guided by our purpose, Maintaining a Better World, we are committed to delivering meaningful change. **Maintaining** is what we do, **a Better World** is the value we add.

By embedding this ethos throughout our operations, we will continue to create a sustainable impact and bring long-term value for our employees and clients, as well as the communities and environments we work in.

For over 150 years we've been a trusted asset integrity life cycle partner to clients throughout a range of industries. As the world transitions to a low-carbon society, Stork will be involved in sustaining, modifying and helping transform the industries we work in and ourselves.

Our capacity to improve performance of our clients' running assets is delivered through our broad set of advisory services, state-of-the-art execution practices and cost-effective methodologies that can help to decarbonize both our own footprint and that of our clients.

### New ways of working in a mature industry

#### SUSTAINABLE DEVELOPMENT

At Stork, we recognize the need to actively manage our own environmental impacts and to support our clients through their energy transition journeys. Through careful prioritization and management we minimize footprints, maximize efficiency and conserve the use of natural resources now and for future generations. Sustainability is a cornerstone in our strategic framework, enabling us to achieve our ambition of being recognized as the industry reference.

#### ENERGY TRANSITION

To deliver real change requires real commitment and action. We want to play our part by minimizing carbon footprint at our own operations, as well as supporting our clients with their own energy transition and decarbonization goals.

We do this by delivering our knowledge, expertise and hands-on asset integrity and maintenance services. This includes working with our clients to assess their existing facilities and assets, identifying a range of emission reduction opportunities, development of business cases and then implementing the agreed improvement solutions.

#### DIGITAL TRANSFORMATION

Business-as-usual is not an option in answering today's challenges and opportunities. At Stork, we embrace digitization as an enabler to improve operational performance and competitiveness throughout the value chain. We continue to deliver new and innovative ways of working from remote collaboration and inspections to smart maintenance.

#### PARTNERSHIPS

Addressing our customer challenges requires not only to partner with them but also to create alliances with third parties (technology providers, communities, specialized service providers, etc.) that allow us to enhance the value provided.

### How we optimize asset performance

With decades of working experience across multiple industries, at Stork we understand our clients' challenges. Our full suite of capabilities and spectrum of products & services spans the full asset lifecycle; ranging from boots-on-the-ground work on site, specialty work in our own production, service and support centers to premium consultancy services. We provide decision support, and subsequently manage and execute approved work scopes so that our clients can achieve their business goals.

	NEW PLANT	EXISTING PLANT	LATE-LIFE PLANT
<b>EXPERTISE</b>			
<b>ADVISORY</b>			
• Ready	✓		✓
• Assess	✓	✓	✓
• Comply	✓	✓	✓
• Improve	✓	✓	✓
• Digitize	✓	✓	✓
• Decarbonize	✓	✓	✓
<b>MANAGEMENT</b>			
• Construction	✓	✓	✓
• Operations		✓	✓
• Maintenance		✓	✓
• Turnarounds		✓	✓
• Decommissioning		✓	✓
<b>EXECUTION</b>			
• Equipment	✓	✓	✓
• Mechanical & Piping	✓	✓	✓
• Electrical & Instrumentation	✓	✓	✓
• Inspection & Integrity	✓	✓	✓
• Industrial Services	✓	✓	✓
• Environmental Solutions	✓	✓	✓

In the following pages we would like to share some of the solutions Stork has delivered for our clients during 2021.

**STORK** Connect with Stork SMEs at our Monthly Webinars

Stork's monthly webinars are an excellent opportunity to learn more about different topics related to asset performance improvement, smart maintenance, equipment & energy solutions and decarbonizing existing assets. Each webinar is led by experienced subject-matter experts (SMEs) and presented **LIVE**. Missed a webinar topic? Visit our [on-line recordings library](#) to catch up.




 Inaugural Sustainability Symposium

Stork Trinidad & Tobago Sustainability Symposium aims to bring stakeholders and clients together with one shared objective: Maintaining a Better World through an integrated approach. The inaugural event, held in November 2021, was a great success sharing knowledge, best practices and solutions for today's and future generations. Through breakout discussions, the conference explored topics such as employee engagement, health and wellness, diversity, innovation, natural resource consumption, profitability, haulage, materials and waste. The team of local presenters made a passionate call to action challenging everyone in attendance to do their part. Executive Sponsor, Michael Shand (HSEQ Manager) commented "A move towards a more sustainable future is only achievable through industry-wide commitment and collaboration." Plans are underway for 2022 event.

 Cross-Country Solutions at the Height of Global Lockdown

It takes more than a global pandemic, border closures and shutdown of international travel to stop Stork from solving client and country problems. When Cartagena refinery, which supplies essential clean fuels to Colombia, suffered serious damage, Stork were called upon to do what we do best. Working in collaboration with Fluor US, our welding and materials experts were 60% into the work scope on-site when the pandemic hit, leaving our US colleagues with no option but to return stateside. Thanks to Stork and Fluor's resourceful, integrated approach, continuous customer interaction and local labor recruitment the scope was successfully delivered with no impact to safety, quality or timeline. Read more about this success story [here](#).

 Mobile Hydrostatic Test Unit: maximizing safety and efficiency

Stork's new mobile hydrostatic test unit, brings efficiency and safety to client sites. Transporting a full suite of pressure test materials and tool-kit means reduced preparation time and increased safety measures – the right tools for the job are always readily available and 'in-stock'. Introduced in Chemie Park, Delfzijl the mobile unit is being successfully used across various client sites including Delamine, Evonick and Vattenfall.



 Innovative Infrared Welding Machine

**Customer challenge:** smooth pipe-systems with minimal weld-through to improve flow and limit product accumulation.  
**Stork solution:** an infrared welding machine; captured welding rails, increased flow and virtually no dead spots. With the added advantage of 'Welconnect' app, welds are fully traceable by means of QR codes or GPS. And, most importantly, are the ergonomic benefits to our people. Higher quality, more control, less material damage plus a healthier and safer way of working - a win-win for our people and our client.



 A Simple Solution to Complex Problems

The Stork project team for Northrop Grumman, California (NGC) live up to their tongue-in-check motto "We are a simple solution to your complex problems."  
 Recognizing an opportunity to modernize, streamline and automate low cognitive, repetitive manual paper-based process and reporting functions, the team added value through significant resource time reduction which provided 100% return on investment. Ultimately saving 29 work-hours per week and increasing process throughput by 100%, this impressive initiative opened the door for future improvement opportunities with NGC – one of which is captured in the [Planet section](#) of this report. Read the full details on how this solution was delivered [here](#).

 Introducing Cooper8 Remote Controller

Stork's **Cooperheat** continually strive to innovate, with a focus on minimizing the need for human input at work-site: reducing people exposure, travel necessity and cost whilst improving safety, efficiency and carbon footprint. Cooper8 programmer/controller and digital recorder remotely monitors and controls on-site heat treatment processes, a technology which became increasingly popular during the pandemic lockdown.

The controller management software (HTMS) enables customers to remotely retrieve their data for report production. Retro fit capabilities to a variety of heat treatment units can extend the asset life of older equipment, bringing both environmental and economic benefits to our clients. Find out more about this innovative unit at [stork.com/cooperheat](http://stork.com/cooperheat).

 Safe and Efficient North Sea Shutdown

Stork's multi-disciplined team deployment approach was called on by a major client operating in the North Sea. Comprising of nine members including one Vessel Team Leader, splitting the crew between day and night shift ensured each discipline was available at all times. The complete project was engineered and managed by a single onshore focal point. Project completion was on time and budget, carried out to our client's complete satisfaction. Thirty-three tons of contaminated waste was removed and safely stored in a controlled manner for onward disposal. Vessel efficiency was improved and downstream components erosion will be reduced. More details on the work scope involved can be read [here](#).





 Internal Vessel Drone Inspection

Stork's vast inspection knowledge and experience, coupled with one of our UK based strategic partners **Air Control Entech** allows Stork to provide a unique solution to internal inspections that is safer, more efficient and delivers significantly more useable data than a typical vessel entry approach. In one such case study, Stork's Visual Inspector and Air Control Entech's UAV Pilot created a core team allowing for full visual inspection in a shorter time period without requirement for physical confined space entry; removing risk to the team and reducing people footprint. The project was planned and executed in one day with less than 4 hours operational on-site time, minimizing vessel downtime. Take a look at the Case Study to **read** about the range of client benefits delivered.

 Meeting client needs through technology

The Virtual Safety Village (VSV) was introduced in 2020 as a continuity strategy for client based challenges during COVID-19 pandemic, and has since developed into a resilience strategy for Stork Trinidad & Tobago operations. The VSV is 100% adaptable to client or project requirements and accessible from any Android or iOS device, significantly reducing transportation costs, energy usage and commuting emissions. Delivering successes with our clients McDermott and BPTT, the VSV is used not only within the shores of Trinidad and Tobago but as far as Mexico within Stork's client fabrication facilities. Applauded by international certification bodies such as ISO, OPITO and IRATA, over 169 training lessons and 30 courses have been executed. For further information on Stork's Virtual Safety Village capabilities, contact: [communications.tt@stork.com](mailto:communications.tt@stork.com).



Paving the Way for the Hydrogen Economy

Did you know that at Stork, we have been maintaining hydrogen fueling stations since 2014, manufacturing flexible hydrogen burners for decades and can maintain any hydrogen production facility irrespective of colour? With our experience in the entire value chain of hydrogen, Stork plays a pivotal role in helping our clients make the right decisions. Find out more about hydrogen master planning, production, distribution and industrial users **here**.

Plasma Technology on World's Largest Green Hydrogen Plant

Featured in **Stork Global 2020 CR Report** (page 83), production of a new hydrogen facility in Lancaster, California started with Stork Asset Management Technology (AMT) developing a reliability-based maintenance plan which will lay the plant operations and maintenance foundations for the coming twenty years. This facility features a pioneering technology which processes residual waste into hydrogen. Read the full article in **Stork AIM 2022** magazine (page 19)

Feature Webinar

**Hydrogen Production: What colour H2 is best suited for you?** Presented by Martijn Glass, Global Innovation Director, this informative webinar covers the challenge and possible solutions to global hydrogen demand forecasts.





We are committed to deliver to our shareholder healthy, sustainable and predictable returns by delivering on our diversified and balanced strategic growth plan.

# SHAREHOLDER

Stork's business is largely driven by ongoing operating budgets and is to a large degree sheltered from the impacts of cyclical markets and commodity prices.

We build long-term relationships with our clients, we are continuously present on many client locations, and as a result we are a core, trusted partner.

We provide our Shareholder, Fluor, with predictable, low risk and sustainable Earnings Before Interest and Tax (EBIT). We achieve this through the consistent application of good Corporate Governance practices.

We manage uncertainty through the effective management of risk using well-established risk management frameworks including identification, assessment, mitigation, allocation, treatment, monitoring and managing the impacts of retained risk.

Our business lines are where our income is generated and where we apply strong governance through well-established financial control cycles. This includes strategic planning and annual operating plans, and monthly monitoring of performance against the operating plan. To ensure our sustainability and maintain our financial health we steer each Business Line to focus on: strengthening the backlog in combination with revenue growth and delivery on margin; Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA) in absolute and percentage improvement terms; our operating working capital to support operational cash flow.

During 2021 we continued our focus on cash across the organization, including all Business Lines and Support Functions in order to enhance and strengthen cash returns in future to our shareholder.

There were four key areas prioritized in order to maximize our impact on cash.:

- Firstly, we maximized our EBITDA whilst maintaining our strategic direction in line with our strategic plan. In addition to top-line growth, we kept our focus on improving our Gross Profit percentage by introducing our Operational Excellence Value Improvement Plan and we continued to improve our overhead costs levels. Overhead cost effectiveness was addressed through a Value Enhancement Plan implemented through each of our Support Functions.
- Secondly, we continued our prudent and fact based decisions regarding Capital Expenditure. First and foremost, we ensured that we always maintained our high standards for Health, Safety and Environment and that we could maintain our license to operate. With that assured, we turned our attention to the earn-back periods for proposed investments when allocating our finite resources.
- Thirdly, we set ourselves stringent targets and closely monitored progress for Operating Working Capital percentage. To do this, we trained key staff in understanding all parts of Operating Working Capital and what their expected contribution is. This helped our organization to understand all drivers of Operating Working Capital as only with a combined effort this can be managed.
- Finally, as a complex global business, it was important for us to maintain our focus on tax requirements to ensure we had clarity and certainty.

Besides the ordinary operational focus on creating shareholder value, 2021 was a special year as the Shareholder decided to divest the Stork Group. During 2021 our teams have given substantial effort in supporting this process to help Fluor to drive its strategic intention and to find sustainable new owners for the Stork Group in future.

After the challenges of 2020, we saw 2021 as a turn-around year. We were able to strengthen our financial performance through continued application of good Corporate Governance and stringent financial planning and control cycles and we delivered on our promise to Our Shareholder, to provide predictable, low risk and sustainable EBIT.

We believe that good governance starts with our leadership.

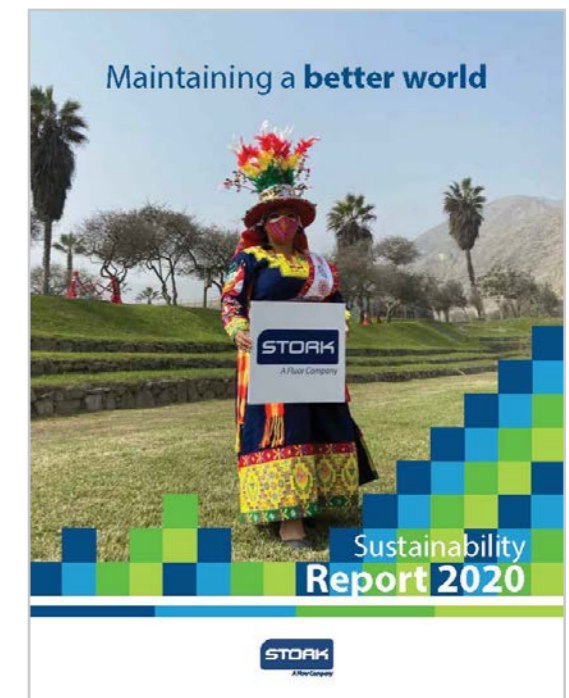
Stork's framework for CR Governance is ultimately led by the Stork President/CEO, along with an appointed CR Officer, with specific responsibility to ensure our corporate responsibility approach is effectively managed across our global business. The Stork President formally reviews CR progress on a scheduled basis during Executive Leadership meetings. The CR Officer is responsible for preparing progress updates for review and implementing any actions arising.

Our CR Committee set the strategy and plans for each region whilst engaging the CR Global Task Force. The Task Force teams are accountable to senior management of each region and generate a high level of CR energy, commitment and initiatives as the examples in pages 26, 34 and 46 demonstrate. Whilst this is only our second Stork Global CR Report, we have publicly reported CR performance as part of Fluor within **Fluor Sustainability Report** since 2017. In addition, Stork Latin America region has also produced their own **Sustainability Report** covering Colombia & Peru businesses for the past 6 years. Both reports follow standards from the Global Reporting Initiative (GRI) to report metrics relevant to business operations and measurables.

In compiling this second report for 2021, we remain confident in the accuracy of all data provided and have built on the range of metrics reported in **2020 Global CR Report**. As we progress on our global CR journey, Stork recognises a requirement to formally define our global CR strategy and we intend to independently report against GRI standards from 2022 onwards.



Fluor Sustainability Report



Stork Latin America Sustainability Report

# RECOGNITION, CERTIFICATION & ACHIEVEMENTS

# SAFER TOGETHER ANNUAL AWARDS 2021

Our Safer Together Annual Awards\* is a flagship in the Stork Annual calendar, proudly now running for 11 consecutive years.

At this annual event, colleagues, clients and industry peers come together across the world to shine a spotlight on HSE excellence demonstrated by our employees over the previous 12 months.

While we will remember the year 2020 for quite some time, 2021 certainly still had its challenges as COVID-19 continued to test our resilience and morale. However, our Stork Heroes focused on doing their jobs safely, looking out for each other and keeping our clients' assets running.

This spirit and commitment was reflected in the quantity and quality of 2021 Safer Together Annual Award nominations. For the second year, an amazing 700+ nominations were submitted! What makes our Annual Award celebrations unique and successful is that the initiative is employee-owned & led. It's about our people recognizing each other's excellence and selflessly putting teammates forward for award selection.

Each year, Stork President/CEO Taco de Haan has the increasingly difficult challenge of selecting one overall winner for the President Award. This is done by reviewing all of the nominations submitted, bringing a very long list down to a shortlist. For the final selection, we look not only for truly outstanding HSE performance but for nominations that demonstrate commitment to all of Stork's core values: Integrity, Teamwork, Excellence and Client Focus.

Of course, due to the ongoing pandemic restrictions in 2021 (and 2020) celebrations were largely virtually hosted. The advantage of this format is that we can invite our entire workforce to connect and be part of the regional events across our organization.

\*formerly named REACH Annual Awards



**THE AWARD CATEGORIES ARE**

- We Care** For solid HSE values, humanitarian behaviors or selfless actions that you admire, respect or are inspired by
- We Support** For HSE collaborations between teams, job sites, customers, communities or regions
- We Protect** For proactive HSE improvements, innovations, preventions, best practices or technologies



CERTIFICATION



Stork operates within a broader community that requires the certification of processes and procedures of specific areas of the business.

Stork is a large international organization offering a wide range of services to clients in numerous sectors. Although these diverse level of activities are tailored on client requirements, as well as local regulatory requirements, they must also be in line with general industry standards.

These required standards are embodied in local agencies representing certification bodies such as ISO or equivalent. All Stork activities are directed and managed by these requirements and compliance is critical to the continued certification of Stork. Many clients also require such certification as a pre-requisite to participating in business opportunities. Although the ISO standard is probably the most recognized, and the backbone of Stork's management systems, it is not the only such institution. Specific countries have equivalent or additional requirements, which can be provided on request.

The most commonly used ISO standards in Stork are the 9001 (Quality Management), 14001 (Environmental Management) and 45001 (Occupational Health and Safety) and these standards (or similar) are adhered to by most areas. Specifically in the UK additional ISO standards are met such as ISO 50001 (Energy Management) and ISO 17001 (Inspection Organizations). In specific countries other standards are required such as VCA and CO2 ladder system (Netherlands).

Obtaining and maintaining these standards is witness to Stork's consistency in technical and systems processes as well as the efficiency of our continuous improvement program.



## Outstanding Achievements, by our Outstanding People

2021 stood out as another year that demanded innovation, adaptability and resilience. These are a handful of recognitions that honor the resolute commitment to clients and industries by Stork's global teams every day, everywhere.



### Workforce Engagement Winner

The **Offshore Energies UK Awards** (formerly OGUK) celebrate stand-out achievements of businesses and individuals within the oil & gas industry. Stork UK proudly won the Workforce Engagement Award for their DRIVE platform ([page 27](#)) which recognizes outstanding steps taken by organizations to give their workforce a voice and develop an empowering culture that delivers commercial and reputational benefits.



### Thomas J. Reynolds Winner

The **Association of Union Contractors (TAUC)** Safety Awards recognize excellence in construction safety and health. Stork North America sites SunCoke (Illinois, Indian & Ohio) and Cargill (Illinois & Wisconsin) picked up the prestigious Thomas J Reynolds Award for combined outstanding safety performance; achieving DART score zero with 550,000 total hours worked.

### Bronze Sustainability Rating

Stork Technical Services Holding BV (Group) was awarded Bronze 2021 **EcoVadis** Sustainability Rating. This globally recognized distinction validates the meaningful Corporate Responsibility efforts our employees and organization have made to creating a more sustainable world.



The **Northwest Indiana Business RoundTable (NWIBRT)** Awards are given for excellence in safety, standards and innovation.

### Safety Achievement Winner



Stork North America SunCoke Indiana Harbor site received the Safety Achievement award for support and dedication of site employees, whilst maintaining a safety performance goal of zero.

### Craftsperson of the Year Winner



Jason Clemons (IHO Millwright General Foreman) received the NWIBRT Craftsperson of the Year award for an individual who portrays extraordinary leadership, while making the safety of their direct team members a number one focus.



### HSE & CR Efforts

Stork Colombia was presented with the Giants Award for Health, Safety, Environment (HSE) and Corporate Responsibility (CR) by our client **Cerrejón**.

This award represents an organization's commitment and support for the delivery of supplies to communities during COVID-19 pandemic.



### Client Certification of Recognition

Stork Netherlands, Veghel Mechanical team proudly received a certificate of recognition from client RWE for their performance in safety, planning, progress and communication.

*"This is a perfect example of project execution that other suppliers can learn from."* **RWE** commented.

### Client Outstanding Safety Performance



Stork Germany, Pump Services team have provided maintenance and turnarounds at **MiRO** Karlsruhe refinery for more than ten years. Being honored by our client for outstanding safety performance. Bernhard Walter (System Technology Manager) responded "This close-knit team are Safer Together by taking care of each other with an open, clear communication style and exceeding customer expectations whilst not being afraid to voice safety concerns."



### Client Performance Award

Stork Netherlands project team at **Tata Steel** Ijmuiden site was presented with a client performance award for their high-quality project approach and exceptional performance.

Their proactive planning considered all contingencies; shifting from task-orientated to performance-orientated, delivering ahead of project deadline, priority on safety awareness and all-inclusive engagement.



### Client Exemplary Safety Performance

Following an exemplary safety approach to an intensive, year-long project, Stork Netherlands teams from Istimewa and Constructors were recognized by our client **HSM Offshore Energy**.

The project team comprised 80 employees simultaneously during its peak, on-site HSE was managed by Ed van Strydonck who quotes "This award is confirmation that working 'Safer Together' really is a team effort."

Our commitment is simple  
– to do the right thing.

# ETHICS & CONDUCT



**Integrity is one of our five core values; we live by the highest ethical standard, and our actions are consistent with our values and principles.**

## Code of Business Conduct & Ethics

Being a Fluor company, Stork has adopted the **Fluor Code of Business Conduct & Ethics** ('Code') and the **Fluor Modern Slavery Act Statement**.

In addition, we have summarized the most applicable parts of the Code to non-office based (or 'craft') Stork employees only: **Summary of Fluor Code of Business Conduct & Ethics**. For the avoidance of doubt, all Stork employees are responsible for understanding and complying with all parts of the Code that apply to their work.

## Compliance and Ethics Integrity Portal

In 2021, **the Fluor Compliance and Ethics Integrity Portal** (the 'Integrity Portal') was implemented to improve the existing Ethics Hotline. The Integrity Portal provides a safe and secure environment where employees, partners and suppliers can speak up, seek guidance and report concerns about compliance and ethic matters.

The Integrity Portal is managed by a third party company and is available 24 hours a day, seven days a week, with translation/interpretation support in over 200 languages. Anonymous reports may be made where local law permits.

We value open and transparent communication and expect employees and business partners to report known or suspected misconduct involving Stork, even if they are in no way involved with the misconduct itself. When concerns arise internally, we encourage Stork employees to speak with supervisors or local Human Resources manager in the first instance. If their concerns are not resolved, or they do not feel comfortable discussing them with anyone within Stork, they can report their concern by phone or online via the Integrity Portal.

## Stork's Business Conduct Expectations for Suppliers and Contractors

Our clients depend on us to bring our ethical culture and innovative programmatic solutions to the delivery of their projects around the world. Stork seeks to do business with third parties who share our standards and values. We conduct risk-based due diligence when selecting a third party, and monitor red flags during our business relationship. Our suppliers and contractors are required to comply, and in turn require their supply chain to comply, with **Stork's Business Conduct Expectations for Suppliers and Contractors**.

Clients, joint venture partners, suppliers, contractors, and other third parties are encouraged to report any suspected misconduct involving or affecting Stork, whether or not the concern involves the third party, by contacting their Stork representative, the Stork procurement manager (for suppliers and contractors) or Fluor's Integrity Portal.

Stork investigates all integrity reports and is committed to maintaining confidentiality to the maximum extent possible. We follow established investigation guidelines to ensure that issues brought to our attention are treated in a consistent, fair, unbiased and ethical manner.



OUR  
COMMITMENT  
IS SIMPLE,  
TO DO  
THE RIGHT  
THING.



Speak up and make  
misconduct disappear.

**ethical**  
**unethical**  
**unethical**  
**unethical**  
**unethical**  
**unethical**  
**unethical**

**Report unethical activity.**  
**It's the right thing to do.**

KEY PERFORMANCE METRICS

SAFETY METRICS	2021	2020	VARIANCE
Life-Altering Injuries	1	1	-
HiPo Incident Rate	0.04	0.10	↓ 60%
DART Incident Rate	0.11	0.24	↓ 54%
TCIR Incident Rate	0.26	0.34	↓ 24%
Unsafe Acts/Conditions Reported	35,100	22,809	↑ 54%
HSE Training Hours	245,760	121,107	↑ 103%
Leadership Visits <sup>1</sup>	3,315	6,082	↓ 45%
HSE Audits <sup>2</sup>	535	-	-
Kilometers Driven	49.5 million	50 million	↓ 1%
Driving All Accident Rate <sup>3</sup>	0.36	0.80	↓ 55%

1 Decrease due to combination of stricter COVID-19 controls at client sites, as well as unrecorded remote/virtual visits  
 2 2020 figure deemed to incorrectly capture inspections, 2021 baseline now confirmed  
 3 rate = vehicle incidents x 1,000,000 / km driven

ENVIRONMENTAL METRICS	2021	2020	VARIANCE
Electricity Consumption <sup>1</sup> GWh	15.59	16.17	↓ 3,5%
Water Consumption <sup>2</sup> m <sup>3</sup>	27,529	20,473	↑ 33%
Environmental Spills	0	0	-
Scope 1 Direct GHG emissions (tons CO <sup>2</sup> e)	8,770	-	-
Scope 2 Direct GHG emissions (tons CO <sup>2</sup> e)	6,527	(2021 baseline)	-
Scope 3 Indirect GHG emissions (tons CO <sup>2</sup> e) Category 6 - air travel	301	-	-

1 UK region electricity consumption (1.5GWh) is 100% renewable  
 2 Increase largely due to offices reopening, following pandemic restrictions during 2020



**THINK BEFORE YOU PRINT**

Stork encourages everyone to play their part in Maintaining a Better World. This report is designed to be viewed digitally, please think before choosing to print. Thank you.

# MAINTAINING A BETTER WORLD

2021 CORPORATE RESPONSIBILITY REPORT

**WE HOPE YOU FOUND THIS REPORT OF INTEREST.**

Your feedback and thoughts are welcomed by scanning the QR code below and answering a few brief questions.

Thank you.



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